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BLM-CALIFORNIA ORGANIZATION STUDY

November 1981

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SUMMARY

A nine member team was assigned to develop a model Table of Organization for BLM-California. The T.O. was to be compatible with Administration and Bureau priorities, recent Bureau organizational decisions and the general objective of doing more with less.

The team was also assigned to examine the three northern California districts and their nine resource areas for organizational efficiency. No major organizational changes were to be made in the southern districts that had been reorganized in 1980; however, streamlining was to be accomplished.

The model T.O. resulted in four districts (Susanville, Ukiah, Bakersfield and California Desert), 14 resource areas (five instead of nine in northern California and nine in southern California), three State Office divisions and a total BLM California staff of 573 (shown below compared to the 10/15/81 State T.O.).

	MODEL	CURRENT 10/15/81
Ukiah	64	59
Redding	0	54
Susanville	85	81
Bakersfield	89	100
California Desert	144	181
State Office	191	229
	<u>573</u>	<u>704</u>

Resource areas and district offices have been staffed to increase on-the-ground accomplishments while the State Office staffing has been restructured to use multidisciplinary specialists, to eliminate excessive review and to more efficiently accomplish State Office administrative and operational functions.

The model provides an average Statewide District Office to Resource Area personnel ratio of 39:61, and a State Office to District Office personnel ratio of 23:77.

INTRODUCTION

This report contains a staff recommendation California model Table of Organization that reflects the organization required in the future to most effectively accomplish the work priorities if the currently projected decreases in funding and increases in cost continue into 1984. In that sense, it should be interpreted as a "bottom-line" model. The term "model" indicates that this Table of Organization is not absolute but, rather, a base to work with and adjust within the constraints of costs, work-load and funding. It is to be recognized that any modification of the California Table of Organization requires a certain timeframe to be completely implemented. In this case, if severe budget cuts continue and costs increase, the time frame to implement this model would be eighteen months to two years in order to assure that employees will be impacted minimally.

The model does reflect the decision in the AO/DO and SO studies and some of these decisions will be implemented more rapidly. Those personnel actions requiring no transfer of duty station, such as combining PECS with Resources in the State Office, will be completed rather rapidly. Other actions will be accommodated as positions are vacated. In some instances employees will be requested to change their duty station but this will be done using the longest planning phase possible.

The intent of this report is to provide an analytical framework to help the management team in California make the BLM organization in California responsive to the Administration and Bureau priorities at severely reduced funding levels; and to provide a mechanism to adjust the organization overtime as priorities and funds change; and to minimize adverse impacts on individual employees. The management team will continue to work on the T.O. as conditions change and to keep employees involved.

- -

PARTICIPANTS

The Team is composed of the following persons; those persons that participated on the analysis committee are indicated by an asterisk.

- * Van Manning, District Manager, Ukiah District - Team Leader
- Bob Bainbridge, Associate District Manager, Redding District
- * Torun Briles, Management Analyst, California State Office
- Jerry Everts, Chief, Branch of Engineering, California State Office
- * Annette Jameson, Resources Chief, El Centro Resource Area
- * William Kennedy, Chief, Branch of Biological Resources, California State Office
- Mike May, Chief, Division of Administration, Bakersfield District
- * Mark Morse, Area Manager, Eagle Lake Resource Area
- * Deane Swickard, Chief, Environmental Coordination Section, California State Office

BACKGROUND

During the past year BLM California has received directions to implement a variety of organizational changes based on the District Office/Resource Area Study, the State Office Study, and the Decentralization of Land Adjudication Study. In addition, funding in many subactivities has been sharply decreased while in others it has increased. In an effort to implement the organizational changes and to respond to the current and projected funding levels, the management team determined that a Table of Organization for the entire state should be developed, which identified what the California T.O. should look like if current budget and cost trends continued into FY 83 and 84. This staff report is a "first cut" at such a T.O.

In FY 1980 the Southern California Organization Review Team's (SCORT) report was completed and approved at the National level. Because this Table of Organization was recently considered, the only analysis and/or recommended changes that were made for the Bakersfield and the California Desert Districts were for efficiencies, streamlining, and/or reduced funding considerations.

For northern California the analysis centered on the alternatives developed by the three northern District Managers at the September Management meeting. Additional analysis and public input will be conducted on the northern California alternatives.

At the specific direction of the State Director, the Susanville District was not considered for conversion to an area office. However, streamlining and staffing for improved organization effectiveness in Susanville were considered.

In accordance with the Bureau's Lands Study, the decentralization of the lands adjudication operation considered only rights-of-way, permits, leases, and licenses.

FACTORS CONSIDERED

Included in this section is a summary of the items found in the Appendices that were particularly relevant in developing and analyzing the model Table of Organization.

1. Budget

- Annual operating cost per acre per District
 - Redding is the highest at \$5.15 per acre
 - California Desert is the lowest at \$0.41 per acre
- Workmonth costs have increased an average of 12% per year; an average of \$2600 is used in this analysis
- Of the total subactivity workmonths, the percent of support workmonths is increasing each year while the on-the-ground workmonth percentage is decreasing or is increasing at a slower rate than the support

- Reduction in total cost target dollars beginning in FY 81 (\$26,847,000) through FY 82 (\$23,036,000)
- Budget projections show a reduced amount of Federal expenditures through FY 84

2. Priorities

- National Priorities
 - National economic recovery
 - Support of States' rights
 - Deregulation
 - More reliance on the private enterprise system
 - National security
 - Multiple use; access to public resources for all people
- Bureau Priorities
 - Energy development
 - Making appropriate levels available for State and local governments
 - Becoming more cost effective (reduced budget - do more with less)
 - Court ordered mandates (Range EIS's)
 - States' rights (i.e., water rights)
 - Decision making at the local level
- California Priorities
 - California Desert Plan implementation
 - Energy development
 - Court ordered mandates (Range EIS's)
 - Timber management (at a cost effective level)
 - Implementation range decisions
 - Wilderness (return non-suitable)
 - WH&B management
- District Priorities (too diversified to summarize)
- Priorities requiring more than one subactivity funding
 - CDCA Plan implementation
 - Monitoring
 - ACECs
 - Wilderness
 - Timber management
 - King Range
 - Law Enforcement

3. California Issues

- Related to specific subactivities
- Related to major programs

4. Critical Workload Demand

- By Resource Area
- By critical subactivity

5. Delegation Policy

- It is National policy to delegate to the lowest administrative level those authorities and responsibilities that will create more efficiencies and cause improved involvement at the local level.

6. Centralization

- Mapping and Cartography
- Forestry
- Recreation
- ATRW
- Printing and Publications
- Engineering
- Clerical
- Sharing skills

7. Decentralization

- Lands
- Mineral zone concept
- Appraisals

8. Streamlining

- State Office Study Decisions
 - Resources should not be operational
 - Eliminate multiple layers of review
 - Merge PECS and Special Projects Staff with the Division of Resources
 - Use multiple disciplinary specialists
 - Merge ADP into the Division of Administration
 - Merge Data and Records into the Division of Operations
 - Consolidate all budget functions into the Division of Administration
 - Improve the SO/DO percentage relationship to reflect priorities and technical needs
- District Office/Resource Area Study Decisions - Manuals 1213 and 1214
 - Establish improved DO/RA staffing percentages in line with increased on-the-ground accomplishments
 - Delegate signature authority and accountability where work is performed
 - District Office should support Resource Areas
- Idaho Study

9. Tables of Organization

- Existing Table of Organization
- Table of Organization established at October 15-16, 1981 California PMC meeting
- Alternatives developed by analysis committee

10. Number of positions in each job series

MODEL TABLE OF ORGANIZATION

Development of the model Table of Organization was guided by analysis of all the factors found in the appendices. Key factors in deciding on the Table of Organization relied heavily upon improving District Office/Resource Area staffing ratios toward the recommended 40:60 ratio, eliminating multiple layers of review, using multidisciplinary specialists, and streamlining organizations.

The three most important guides in generating this model were field skills to accomplish workload demands, minimum management overhead to support the field skills, and an austere budget. This model is developed as a base which will expand or contract as budgets fluctuate. A manageable, well organized basic model that will also be fluid enough to change with budget and workload variations will afford this State needed stability.

A major part of the streamlining effort was aimed at the reorganization of northern California; see northern California District and Area Analysis. The staff believes the most efficient option is to retain two districts in northern California, Ukiah and Susanville. The Ukiah District would incorporate part of the Redding District into its boundaries and would consolidate into two resource areas. The Susanville District would consolidate its three resource areas into two resource areas and add a third, the Redding Resource Area. There would be no major organizational changes in the Bakersfield or California Desert District. As previously stated, further analysis and public input will be conducted on these options.

Major changes in the State Office include merging PECS with the Division of Resources, transferring Information Services into the Division of Administration and Transferring Records and Data Management into the Division of Operations.

The process used to develop this model T.O. began with the area offices first, the district offices second, and the State Office last. Each organizational unit was developed through the screening of the individual needs with the list of 10 factors. All factors did not necessarily apply in all circumstances. As a result of this analysis the model T.O. ratios of District Office to Area Office and State Office to District Offices are as follows:

<u>District Office:Resource Area</u>	<u>Ratio</u>
Bakersfield	41:59
Susanville	42:58
Ukiah	42:58
California Desert	31:69
State Office:Districts (excluding Cadastral Survey)	23:77

The model Table of Organization includes four Districts, fourteen Resource Areas, three State Office divisions and a BLM-California staff of 573.

GENERAL EXPLANATIONS

Throughout the structure in this model Table of Organization all positions in the Divisions of Resources are program coordinators. Only in rare exceptions, and those are explained within specific District explanations, are there any operational positions. Therefore, a Realty Specialist is the Lands Program Coordinator, a Geologist is the Mineral Program Coordinator, but a Mining Engineer is considered operational and will be located in either a Resource Area or in the Division of Operations.

Except for those secretary positions in the State Director's Office, no secretary positions were included in any District Manager's or Division Chief's Table of Organization. Clerical positions were allocated to each District Office and State Office Division on a ratio of 7-10 staff to one clerical position. Each office manager can utilize these positions as secretaries, clerks or clerk-typists as the need dictates.

Adjudicative responsibilities have been decentralized to each Resource Area. Preparation and issuance of the granting documents are added duties of either a Realty Specialist or Lead Realty Specialist. Where applications are heavy, a legal clerk has been added to the Administrative Staff to handle incoming applications and collections. In addition to programming, the District Realty Specialist will coordinate adjudicative responsibilities as well as such items as ordering final appraisals and sending forward mapping documents to the State Office Land Law Examiner responsible for this coordination. Currently, the amount of time spent by each Realty Specialist in the field in preparing a case for transmittal to the District Office and on to the State Office consumes a great deal of review and preparation time. This same time can be used by the field specialists to adjudicate the cases without adding additional positions.

All Receptionists were changed to Public Contact Representatives for consistency within the organization.

In keeping with Instruction Memorandums W.O 81-41, dated 6/22/81, and W.O. 81-583, dated 7/21/81, all positions previously listed as Visitor Service Specialist, patrol or contact, are now listed as Ranger (non-delegated).

BAKERSFIELD DISTRICT - MODEL (89)

District Manager (37)

Associate District Manager

Public Affairs Officer

Planning/Environmental Coordinator

Chief, Administration (10)

Program Analyst
Personnel Clerk
Office Services Supervisor
Procurement Clerk
Public Contact Rep.
Mail & File Clerk
Supply Clerk/Warehouse
Clerical
Clerical

Chief, Operations (13)

Electronics Technician
Fire Mgmt. Officer
Forestry Technician (Radio Op.)
F.C.O. (located in Bishop)
Forestry Technician (Prevention)
Forestry Technician (Bishop)
Benton Station Manager
Chimney Peak Station Manager
Fire/Fuels Mgmt. Spec.
Lead Heavy Equipment Operator
Heavy Equipment Operator

Chief, Resources (10)

Realty Specialist (adj.)
Soil/Air/Water
Range Conservationist
Wildlife Biologist
ORP/Cultural/Wilderness
Geologist
Lead Soil Scientist (3 year survey)
Soil Scientist (3 year survey)
Soil Scientist (3 year survey)

8

Caliente Area Manager (11)

Area Clerk
Wildlife Biologist
ORP
Realty Specialist (adj.)
Supervisory Ecologist
Archaeologist
Wildlife Biologist
Geologist (Surface Prot.)
Lead Range Conservationist
Range Conservationist

Bishop Area Manager (14)

ORP
Realty Specialist (adj.)
Archaeologist
Lead Range Conservationist
Range Conservationist
Range Conservationist
Lead Geologist
Soil Conservationist
Lead Wildlife Biologist
Wildlife Biologist
Administrative Technician
Clerical
Maintenance Worker

Folsom Area Manager (18)

Supervisory Forester

Forester

Forestry Technician

Heavy Equipment Operator

Civil Engineer

Civil Engineering Technician

Lead ORP

ORP (WAE, 6 mo.)

Lead Realty (adj.)

Realty Specialist

Area Clerk

Clerical

Maintenance Worker

Range Con/Wildlife Biologist

Archaeologist

Geologist

Mining Engineer

Realty Specialist (ATROW)

Hollister Area Manager ((9))

Area Clerk

Wildlife Biologist

Geologist

Archaeologist

Lead ORP

Ranger (Nondelegated)

Lead Range Conservationist

Range Conservationist

BAKERSFIELD DISTRICT

Bishop Resource Area:

One Outdoor Recreation Planner has been deleted and replaced by a Wildlife Biologist to more efficiently manage Mono Lake and the issues involved.

Folsom Resource Area:

One Outdoor Recreation Planner is to be a full time position. A second ORP position is needed for six months each year for the additional workload associated with the river program.

The Forester on the Resource Area staff will also serve as the District Forestry Lead.

Hollister Resource Area:

A Realty Specialist in Hollister is not included. The Realty Specialist in the Caliente Resource Area can serve both the Caliente and Hollister Resource Areas.

SUSANVILLE DISTRICT - MODEL (85)

District Manager (40)

Associate District Manager

Public Affairs Officer

Planning/Environmental Coordinator

Chief, Administration (9)

Personnel Clerk
Public Contact Rep.
Records Manager
Program Analyst
Procurement Clerk
Clerical
Clerical
Warehouseman

Chief, Operations (21)

Realty Specialist (ATROW)
Supervisory Civil Engineer
Engineering Technician
Civil Engineering Technician
Maintenance Worker
Electronics Technician
Lead Heavy Equipment Operator
4 Heavy Equipment Operators
FMO "
2 Range Technicians (Dispatchers)
Supervisory Range Technician
Range Technician
3 Wranglers
Clerk

Chief, Resources (6)

Realty Specialist (adj.)
Soil/Air/Water
Range Conservationist
Wildlife Biologist
ORP/Cultural/Wilderness

Cedarville Area Manager (16)

Area Clerk
Supervisory Range Conservationist
5 Range Conservationists
2 Range Technicians
Lead Wildlife Biologist
Wildlife Biologist
Realty Specialist (adj.)
Archaeologist
Geologist
Station Manager (fire)

Eagle Lake Area Manager (18)

Area Clerk
Supervisory Range Conservationist
4 Range Conservationists
Range Technician
NRS (Botanist)
Supervisory NRS
Realty Specialist (adj.)
ORP
Wildlife Biologist
Archaeologist
Geologist
Lead Forester
Forester
Station Manager (fire)

Redding Area Manager (11)

Area Clerk
Clerical
Forester
Lead Realty Specialist (adj.)
Realty Specialist
Geologist
Range Conservationist
Wildlife Biologist
Archaeologist
Maintenance Worker

SUSANVILLE DISTRICT

Redding Resource Area:

One of the two Realty Specialists should be given a 2-3 year appointment to work only on the backlog.

Eagle Lake Resource Area:

The geologist will be the District program lead.

UKIAH DISTRICT - MODEL (64)

District Manager (27)

Associate District Manager

Public Affairs Officer

Planning/Environmental Coordinator

Chief, Administration (8)

Management Specialist
Personnel Clerk
Mail & File Clerk
Procurement Clerk
Public Contact Rep.
Clerical
Clerical

Chief, Operations (9)

Civil Engineer
Engineering Technician
Supv. Forestry Technician (fire)
Maintenance Worker
Maintenance Worker
Maintenance Worker
Lead Realty Specialist (ATROW)
Realty Aide (ATROW)

Chief, Resources (6)

Realty Specialist (adj.)
Soil/Air/Water/Range
Forester
Wildlife/Fisheries Biologist
ORP/Cultural/Wilderness

Arcata Area Manager (23)

Area Clerk
Fisheries Biologist
Supervisory Forester
7 Foresters
Supervisory Civil Engineer
Civil Engineering Technician
2 Engineering Technicians
Maintenance Worker
Geologist
Archaeologist
Ranger (nondelegated)
Wildlife Biologist
Hydrologist
Lead Realty Specialist (King Range)
Realty Specialist (adj.)

Clear Lake Area Manager (14)

Area Clerk
Lead Realty (adj.)
Realty Specialist
Lead Geologist
Soils Conservationist
Archaeologist
Wildlife Biologist
Range Conservationist
NRS (fuels)
Botanist
Ranger (nondelegated)
NRS (range, recreation)
Landscape Architect

UKIAH DISTRICT

The Arcata Resource Area:

The increased forestry staff in the Arcata Resource Area will be responsible for approximately 14 Million Board Feet of Timber (estimated 10 MMFB from current Ukiah, 4 MMBF from current Redding).

Clear Lake Resource Area:

The geologist serves as the District program lead.

CALIFORNIA DESERT DISTRICT - MODEL (144)

District Manager (45)

Associate District Manager

Public Affairs Officer

Chief, Administration (18)

Librarian
Program Analyst
Personnel Assistant
Contract Specialist
Purchasing Agent
Program Services Supervisor
Legal/File Clerk
2 Public Contact Reps.
Voucher Examiner
Accounting Technician
3 Clerical
2 Word Processing Operators
Illustrator/Carto Technician

Chief, Operations (12)

Ranger
Maintenance Coordinator
WH&B Compliance
Electronics Technician
Lead Dispatcher
Dispatcher
Dispatcher
FMO
Station Manager
Station Manager
Warehouseman

Chief, Resources (12)

Wildlife Biologist
Air Quality Coordinator
Soil/Water/Botany
Geologist
Archaeologist/Anthropologist
ORP
Range Conservationist
WH&B Coordinator
Planning/Environmental Coordinator
Lead Realty (adj.)
Realty Spec. (withdrawal review)

CALIFORNIA DESERT DISTRICT

Division of Administration:

A Contract Specialist has been added to the Division of Administration to issue contracts within the dollar amount currently delegated to the District Manager.

Division of Operations:

The ATROW specialist position is not included and those duties have been centralized by the State Office ATROW staff. Centralizing ATROW responsibilities in the State Office will improve efficiency.

The District Ranger will provide the law enforcement capability to the Indio Resource Area as well as be the Districtwide Program Coordinator.

Division of Resources:

An Air Quality Program Coordinator has been added to the Resources staff to provide needed expertise.

The Withdrawal Review position, although operational, has been included in Resources as the only position in the District that will function in this capacity. In specialized cases an operational position is allowed in the Division of Resources, as done here, because of the complexity of Bureau of Reclamation and Military withdrawals remaining to be reviewed.

Ridgecrest Area Manager (23)
Assistant Area Manager
Supervisory Range Conservationist
Range Conservationist
2 Range Technicians
Realty Specialist (adj.)
Lead Geologist
Soil Conservationist
Lead ORP
ORP (Wilderness)
Lead Wildlife Biologist
Wildlife Biologist
Botanist
Archaeologist
Supervisory Ranger
3 Rangers
Ranger (Nondelegated)
Area Clerk
2 clerical

Barstow Area Manager (23)
Assistant Area Manager
Range Conservationist
Wildlife Biologist
Archaeologist
Lead Geologist
Soil Conservationist
Lead Realty (adj.)
2 Realty Specialists
Lead ORP
ORP
Supervisory Ranger
3 Rangers
2 Rangers (nondelegated)
Administrative Supervisor
Visitor Info. Specialist
Legal Clerk
Clerical
Maintenance Worker

Indio Area Manager (13)
Geologist
Realty Specialist (adj.)
Botanist
Wildlife Biologist
Archaeologist
Ranger (nondelegated)
Lead ORP
ORP
Administrative Supervisor
Legal Clerk (adj.)
Clerical
Maintenance Worker

El Centro Resource Area Manager (21)

Assistant Area Manager

Range Conservationist

ORP

Archaeologist

Lead Geologist

Soil Conservationist

Lead Wildlife Biologist

Wildlife Biologist

Lead Realty (adj.)

Realty Specialist

Supervisory Ranger

4 Rangers

Ranger (nondelegated)

Administrative Supervisor

Public Contact Rep.,

Clerical

Maintenance Worker

Needles Area Manager (19)

Assistant Area Manager

Supervisory Range Con

2 Range Conservationists

Engineering Technician

Geologist

ORP

Lead Wildlife Biologist

Wildlife Biologist

Archaeologist

Botanist

Supervisory Ranger

2 Rangers

Ranger (nondelegated)

Area Clerk

Clerical

Realty Specialist (adj.)

CALIFORNIA DESERT DISTRICT RESOURCE AREAS

In all Resource Areas the branch concept of resources, visitor services, and environmental coordination has been removed and replaced with Assistant Area Managers (AAM) and working lead or supervisory positions. Only in Indio, with a staff of thirteen, is no AAM included. Therefore, where currently there are fifteen environmental coordinators, visitor services chiefs, and resources program chiefs, under the model T.O. there are now four positions. Basically, the AAM will assist the Area Manager in programming, supervision, environmental coordination, and serve as acting AM in the Area Manager's absence. This will provide the Area Manager with the assistance needed to efficiently run the organization and cut overhead by approximately 70%.

The implementation of the Desert Plan emphasizes the wildlife program through ACECs and HMPs. In addition to wildlife emphasis there is a continuous demand for this expertise to support the minerals, lands and recreation programs. Therefore, one wildlife biologist was placed in each Resource Area and one additional wildlife biologist was placed in Ridgecrest, Needles and El Centro. A Botanist was placed in Ridgecrest to be shared with Barstow, and the Botanists in Needles and Indio should be shared with El Centro.

Barstow Resource Area:

The inclusion of three Realty Specialists is based on demand figures. Barstow has the highest number of applications and is facing a backlog after having been cleared of all backlog two years ago.

A Visitor Information Specialist is in the Administrative Staff to provide support for the Barstow Way Station.

Indio Resource Area:

The District Ranger will provide the law enforcement needs of this Resource Area.

An Administrative Services Supervisor is included in this Resource Area to provide the administrative support necessary for the area. This recommendation concurs with the findings of the July 1981 GME.

El Centro Resource Area:

Five Ranger positions are included in this staff because of 6.4 million visitor use days per year.

CALIFORNIA STATE OFFICE - MODEL (191)

STATE DIRECTOR'S OFFICE (10)

State Director (4)

Associate State Director

Secretary

Secretary*

Chief, Public Affairs (5)
3 Public Info. Specs.
Secretary

EEO Officer (1)

*Will support EEO

DIVISION OF RESOURCES (23)

Division Chief (4)

3 Clerical

Chief, Biological Resources (7)
Soil, Air, Water Specialist
Wildlife/Fisheries Biologist
Endangered Species Coordinator
Range Conservationist
Wild Horse & Burro Specialist
Forester

Chief, Lands,
Minerals & Recreation (7)
Realty Specialist
Special Projects Coordinator
Geologist
Geologist
ORP
Archaeologist/Anthropologist

Chief, Planning &
Environmental Coordination (5)
Planning/Wilderness Coordinator
Social Scientist
Environmental Specialist
Environmental Specialist

CALIFORNIA STATE OFFICE

Division of Resources:

Planning & Environmental Coordination Staff: Since wilderness is a planning process this function could be handled by the Planning Coordinator. The Social Scientist is a combination of the Sociologist and Economist.

Branch of Lands, Minerals, and Recreation: The Special Projects Coordinator (Petroleum Engineer) is included in this staff to coordinate with industry on potential energy related projects.

DIVISION OF OPERATIONS - MODEL (121)

Division Chief (6)

Civil Engineer

4 Clerical

Chief, Cadastral (59)

58 Staff

17 Survey crews

Chief, L & M Operations (26)

Chief, Appraisal

3 Appraisers

Chief, ATROW

Realty Specialist

Chief, Lands

2 Withdrawal Review Specialist

ATROW Land Law Examiner

Patent Land Law Examiner

Patent ref. & mining convey LLE

Withdrawal Land Law Examiner

Chief, Minerals

3 Oil & Gas Land Law Examiners

3 Geothermal Land Law Examiner

2 Mining Land Law Examiners

2 Nonenergy Minerals LLE

Mining Engineer

Chief, Records & Data Management (23)

Chief, Public Contact & Accounts

3 Public Contact Reps.

Accounts Clerk

Clerical

Teller

Chief, Mining Claim Redordation Unit

Machine Operator

2 Conveyance Clerks

2 Legal Technicians

Chief, Title & Records

2 Legal Clerks

2 Legal Technicians

3 Carto Technicians

Cartography Aide

N Chief, Law Enforcement Staff (4)

Case Clerk

Criminal Investigator (south)

Criminal Investigator (north)

Chief, Protection Staff (3)

NRS (WAE, 6 mo.)

NRS (WAE, 6 mo.)

Division of Operations:

Law Enforcement Staff: The two criminal investigators shown are currently detached to Bakersfield and Barstow. We recommend that one be in southern California and one be in northern California. If the third position is reinstituted the law enforcement delegation would be more advantageous in the California Desert District as a Ranger.

Branch of Lands and Minerals Operations: The ATRW staff will have to pick up the easement responsibilities of the California Desert District since the position was not included because of small workload. To offset this workload, one adjudicator in the Lands sections will be responsible for Granting of Easements.

Minerals Section It is recommended that this staff be organized internally so that three Land Law Examiners be assigned to Oil and Gas leases, three Land Law Examiners be assigned to Geothermal Leases, two Land Law Examiners be assigned to non-energy Leasables and two Land Law Examiners be assigned to hardrock minerals (3802/3809 regs).

Lands Section: It is recommended that this staff be organized internally so that all Lands responsibilities are under one section. Hence, Withdrawal Review is combined with Lands. In this section, two positions will work as Withdrawal Review Specialists; one Land Law Examiner will be responsible for Withdrawal Restoration/ Revocation; one Land Law examiner will be responsible for patents, i. e., Desert Land Entries, Recreation and Public Purposes, and Public Sales; one Land Law Examiner will be responsible for Forest Service patent reformations and minerals conveyances under FLPMA (43 CFR 2720); and one position will be responsible for ATRW granting, and coordination with the Districts for mapping and appraisals needed at the State Office level in the decentralization of the adjudication process. Other responsibilities that will have to be shared by the staff as a whole are Indemnity Selections, Railroad Selections and Color of Title.

DIVISION OF ADMINISTRATION - MODEL (37)

Division Chief (4)

Management Analyst

2 Clerical

Lead Budget Analyst (3)
Program Analyst
Program Analyst

Chief, Information Services (7)
Electronics Technician
3 Computer Specialists
Computer Clerk/Assistant
Data Entry Clerk

Chief, Administrative Management (14)
General Services Assistant
Procurement Analyst
2 Purchasing Agents
Property Technician
Warehouseman
Records Manager
Mail & File Clerk
Writer-Editor/Printing Specialist
Illustrator/layout
Duplicating Equipment Operator
Work Processing Manager
Work Processing Operator

Chief, Personnel (9)
Employee Development Specialist
Safety Clerk
Position Classification Specialist
Pay/Pers Clerk
Staffing Specialist
Staffing Assistant
Staffing Specialist
Staffing Assistant

State Office Division of Administration

- Software packages will have to be purchased since a computer programmer is not included
- Preliminary demand analysis indicates that the Word Processing Manager, Word Processing Operator and Illustrator should be joined by a Writer-Editor/Printing Specialist to form a Printing and Publication Support Section

NORTHERN CALIFORNIA DISTRICT AND AREA ANALYSIS

Four alternative District and Resource Area organizations were analyzed. Each alternative is listed with the District and Resource areas included, staff sizes and percentages of total District staff, advantages and disadvantages. The Table of Organization that was developed for each alternative follows the discussion. The boundaries are flexible if workload efficiency can be improved. The analysis that follows, in relation to position type and placement, correlates with the boundaries shown.

ALTERNATIVE # 1 - Three District and Six Resource Areas:

Ukiah District
 Arcata Resource Area
 Clear Lake Resource Area
Redding District
 Siskiyou Resource Area
 Ishi Resource Area
Susanville District
 Cedarville Resource Area
 Eagle Lake Resource Area

	Total Staff	DO Staff/%	RA Staff/%
Ukiah	55	29 (53)	26 (47)
Redding	39	20 (51)	19 (49)
Susanville	<u>73</u>	<u>40 (55)</u>	<u>33 (47)</u>
Total or Average	167	89 (53)	78 (47)

Advantages

- Approximately \$750,000 annual cost saving from staff reductions (Difference of 28 positions from Alternative # 3)
- Approximately \$15,000 annual cost saving in closing Alturas RAH.
- Consolidates Susanville District forestry program
- Outputs the same as Alternative # 3
- Slightly better ratio between DO:RA personnel than found in Alternative # 3
- Reduces space requirements

Disadvantages

- Approximately 25 personnel actions
- Does not comply with 40:60 DO:RA ratio
- \$415,000 cost to support Redding as a District Office
- Support WMs are not reduced to increase on-the-ground efficiency (overhead would be 34 positions or 20% of the total staff)
- Eliminates one detached RA office causing a minor public inconvenience in Alturas

- Minor Economic Implications - Loss of 6 to 9 jobs in the private sector:
 - Ukiah - Loss of 1 - 2 jobs; less than .01% of total area employment
 - Redding - Loss of 3 - 4 job; less than .01% of total area employment
 - Susanville - Loss of 2 - 3 jobs; less than .01% of total area employment

SUSANVILLE DISTRICT - ALTERNATIVE 1 (73)

District Manager (40)

Associate District Manager

Public Affairs Officer

Planning/Environmental Coordinator

Chief, Administration (9)

Personnel Clerk
Public Contact Spec.
Records Manager
Program Analyst
Procurement Clerk
Clerical
Clerical
Warehouseman

Chief, Operations (21)

Supvisory Ranch Technician

Range Technician
3 Horse Wranglers
Horse Clerk

FMO

2 Dispatchers
Radio Technician

Supervisory Civil Engineer

2 Engineering Technicians
Realty Specialist (ATROW)

Supervisory Equipment Operator

4 Equipment Operators
Maintenance Worker

Chief, Resources (6)

Wildlife Biologist
Range Conservationist
Minerals/Realty (adj.)
Soil/Air/Water/For
OPR/Cult/Wilderness

Cedarville Resource Area Manager (16)

Area Clerk

Supervisory Range Conservationist

5 Range Conservationist
2 Range Technician

Lead Wildlife Biologist

Wildlife Biologist

Archaeologist
Geologist
Realty Specialist
Station Manager

Eagle Lake Area Manager (17)

Area Clerk

Supv. Range Conservationist

4 Range Conservationist
Range Technician
NRS/Botanist

Supvisory NRS

Realty Specialist
ORP
Wildlife Biologist
Archaeologist
Geologist
Forester
Station Manager (fire)

REDDING - ALTERNATIVE 1 (39)

District Manager (19)

Associate District Manager

Public Affairs Officer

Planning/Environmental Coordinator

Chief, Administration (5)

Clerk-Typist
Lands Clerk
Resources Clerk
File Clerk

Chief, Operations (5)

Realty Specialist (ATROW)
Civil Engineer
Engineering Technician
Engineering Technician

Chief, Resources (5)

ORP/Cultural/Wilderness
Wildlife/Fisheries
Minerals/Realty (adj.)
Range/Watershed

Siskiyou Area Manager (13)

Clerk-Typist
Hydrologist
ORP
Wildlife Biologist
Geologist
Maintenance Worker
Lead Realty Specialist (adj.)
Realty Specialist
Supervisory Forester
3 Foresters

Ishi Area Manager (7)

Forester
NRS
Range Conservationist
Archaeologist
Realty Specialist (adj.)
Wildlife Biologist

UKIAH DISTRICT - ALTERNATIVE 1 (55)

District Manager (29)

Assistant District Manager

Public Affairs Officer

Planning/Environmental Coordinator

Chief, Administration (8)

Management Assistant
Personnel Clerk
Clerical
Clerical
Mail/File Clerk
Procurement Clerk
Public Contact Specialist

Chief, Operations (11)

Supervisory Civil Engineer

2 Civil Eng. Technician
Engineering Technician

Lead Realty Spec. (ATROW)

Realty Aide (ATROW)

Supervisory Forestry Technician

3 Maintenance Workers

Chief, Resources (6)

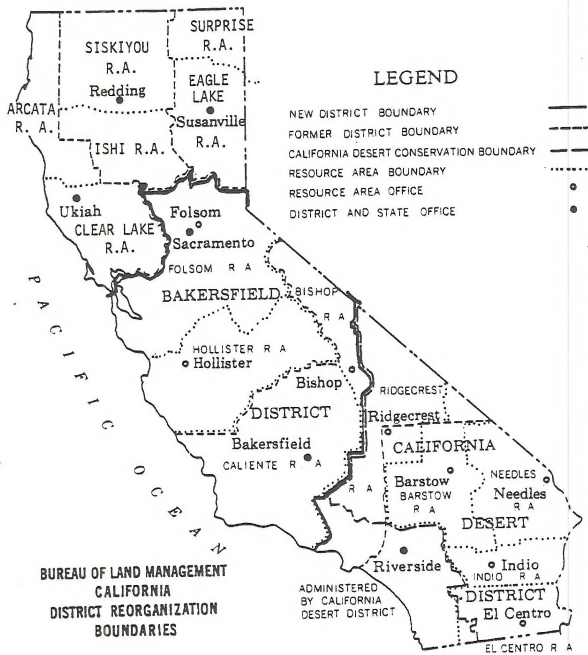
Forester
Realty Specialist (adj.)
Fisheries/Wildlife
Soils Scientist
ORP/Wilderness

Arcata Area Manager (14)

Area Clerk
Fisheries/Wildlife Biologist
Supervisory Forester
5 Foresters
Hydrologist
Maintenance Worker
Realty Specialist (adj.)
Archaeologist
Ranger (nondelegated)

Clear Lake Area Manager (12)

Realty Specialist (adj.)
Lead Geologist
Soils Conservationist
Archaeologist
Wildlife Biologist
Range Conservationist
NRS (fuels)
Botanist
Ranger (nondelegated)
NRS
Landscape Architect



ALTERNATIVE # 2 - Two District and Five Resource Areas (Recommended Alternative)

The boundary between the Arcata and Redding RA's in Alternative 2 was developed to place the forestry program in Ukiah and the grazing program in Susanville. This boundary is open for further analysis if additional efficiencies can be realized.

Ukiah District

Arcata Resource Area

Clear Lake Resource Area

Susanville District

Eagle Lake Resource Area

Cedarville Resource Area

Redding Resource Area

	Total Staff	DO Staff/%	RA Staff/%
Ukiah	64	27 (42)	37 (58)
Susanville	<u>86</u>	<u>34 (42)*</u>	<u>46 (58)</u>
Total or Average	150	66 (43)	84 (57)

*excludes WH&B Staff of 6 positions
(Statewide function)

Advantages

- Yearly savings of at least \$1 million (difference of 45 positions from Alternative # 3) and of \$450,000 from Alternative # 1
- Approximate savings of \$15,000 per year by closing Alturas RAH
- Savings by closing Ishi RAH
- DO/RA ratio more closely meets the study recommendation of 40:60
- Maintain same outputs
- 24 fewer overhead and support positions
- Northern California forestry and grazing programs consolidated
- Boundaries of Northern California Districts more closely follow new reapportionment boundaries and the county lines
- Consistent with Bureau priority to become more cost effective
- Gain 2 - 3 jobs in the private sector in Susanville and Ukiah; less than .01% of total area employment

Disadvantages

- Requires approximately 40 personnel actions
- Adverse political implication; Congressman Chappie opposes closing Redding District Office
- 10 - 12 jobs lost in private sector in Redding; less than .01% of total area employment

SUSANVILLE DISTRICT - ALTERNATIVE 2 (85)

District Manager (40)

Associate District Manager

Public Affairs Officer

Planning/Environmental Coordinator

Chief, Administration (9)

Personnel Clerk
Public Contact Rep.
Records Manager
Program Analyst
Procurement Clerk
Clerical
Clerical
Warehouseman

Chief, Operations (21)

Realty Specialist (ATROW)
Supv. Civil Engineer
Engineering Technician
Civil Engineering Technician
Maintenance Worker
Electronics Technician
Lead Heavy Equipment Operator
4 Heavy Equipment Operators
FMO
2 Range Technicians (Dispatchers)
Supervisory Range Technician
Range Technician
3 Wranglers
Clerk

Chief, Resources (6)

Realty Specialist (adj.)
Soil/Air/Water
Range Conservationist
Wildlife Biologist
ORP/Cultural/Wilderness

33

Cedarville Area Manager (16)

Area Clerk
Supervisory Range Conservationist
5 Range Conservationists
2 Range Technicians
Lead Wildlife Biologist
Wildlife Biologist
Realty Specialist (adj.)
Archaeologist
Geologist
Station Manager (fire)

Eagle Lake Area Manager (18)

Area Clerk
Supervisory Range Conservationist
4 Range Conservationists
Range Technician
NRS (Botanist)
Supervisory NRS
Realty Specialist (adj.)
ORP
Wildlife Biologist
Archaeologist
Geologist
Lead Forester
Forester
Station Manager (fire)

Redding Area Manager (11)

Area Clerk
Clerical
Forester
Lead Realty Specialist (adj.)
Realty Specialist
Geologist
Range Conservationist
Wildlife Biologist
Archaeologist
Maintenance Worker

UKIAH DISTRICT - ALTERNATIVE 2 (64)

District Manager (27)

Associate District Manager

Public Affairs Officer

Planning/Environmental Coordinator

Chief, Administration (8)

Management Specialist
Personnel Clerk
Mail & File Clerk
Procurement Clerk
Public Contact Rep.
Clerical
Clerical

Chief, Operations (9)

Civil Engineer
Engineering Technician
Supvisory Forestry Technician (fire)
3 Maintenance Workers
Lead Realty Specialist (ATROW)
Realty Aide (ATROW)

Chief, Resources (6)

Realty Specialist (adj.)
Soil/Air/Water/Range
Forester
Wildlife/Fisheries Biologist
ORP/Cultural/Wilderness

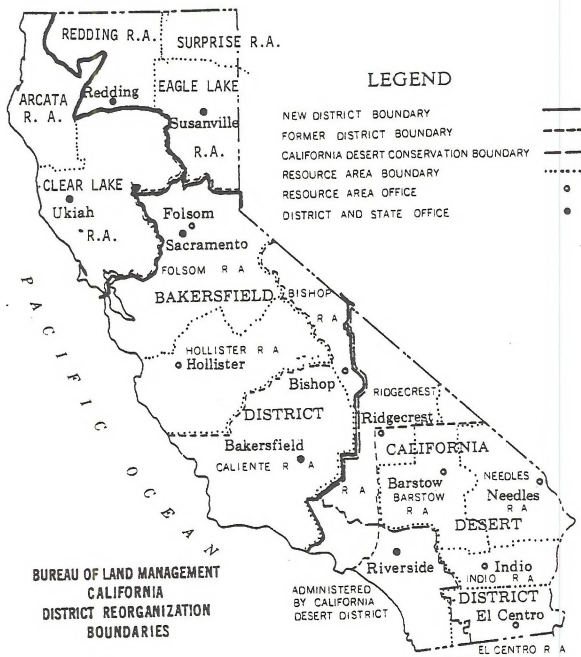
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Arcata Area Manager (23)

Area Clerk
Fisheries Biologist
Supervisory Forester
7 Foresters
Supervisory Civil Engineer
Civil Engineering Technician
2 Engineering Technicians
Maintenance Worker
Geologist
Archaeologist
Ranger (nondelegated)
Wildlife Biologist
Hydrologist
Lead Realty Specialist (King Range)
Realty Specialist (adj.)

Clear Lake Area Manager (14)

Area Clerk
Lead Realty (adj.)
Realty Specialist
Lead Geologist
Soils Conservationist
Archaeologist
Wildlife Biologist
Range Conservationist
NRS (fuels)
Botanist
Ranger (nondelegated)
NRS
Landscape Architect



ALTERNATIVE # 3 - Three Districts and Nine Resource Areas (Status Quo)

Ukiah District

Arcata Resource Area
Clear Lake Resource Area
Mendocino Resource Area

Redding District

Siskiyou Resource Area
Four Rivers Resource Area
Ishi Resource Area

Susanville District

Eagle Lake Resource Area
Surprise Resource Area
Alturas Resource Area

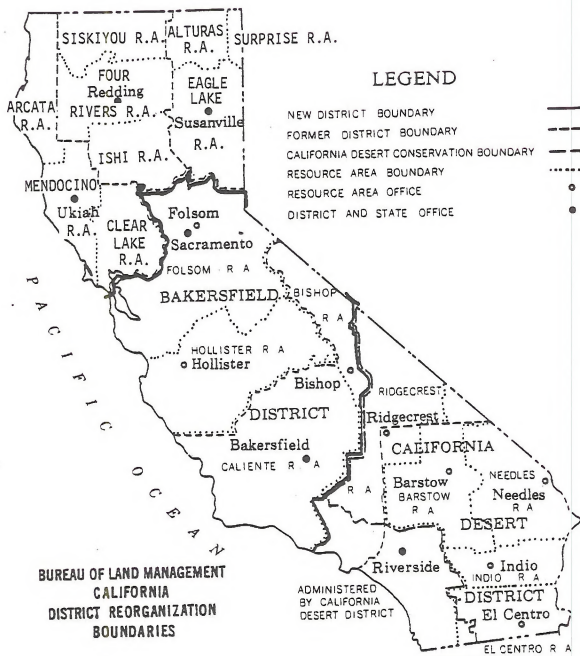
	Total Staff	DO Staff/%	RA staff/%
Ukiah	59	32 (54)	27 (46)
Redding	55	32 (58)	23 (42)
Susanville	<u>81</u>	<u>47 (58)</u>	<u>34 (42)</u>
Total or Average	195	111 (57)	84 (43)

Advantages

- No political, social or economic disruptions
- No staff disruptions

Disadvantages

- Study goal of 40:60 DO/RA staffing level not met
- Excessive number of supervision/coordination type positions (45 positions or 24% of the total staff)
- Maintains three RAH of marginal utility, one in each District
- Based on budget and budget projection, BLM-California cannot afford to fund the current Table of Organization
- Not cost effective or streamlined



ALTERNATIVE # 4 - Two Districts and Six Resource Areas

Redding District
Arcata Resource Area
Ukiah Resource Area
Siskiyou Resource Area
Susanville District
Eagle Lake Resource Area
Surprise Resource Area
Alturas Resource Area

This alternative was considered but because of political and socio-economic impacts related to closing the Ukiah Office it was not analyzed in detail.

Key Elements:

- Congressman Clausen's strong opposition to closing any office plus his concern for the high level of unemployment in the Ukiah Area.
- Congressman Chappie has expressed concern over closing any office.
- Redding's economy is more diversified than is Ukiah's and, with a Resource Area Office remaining in Redding, the impacts of a reduction in BLM employees would be less.

AREAS OF CONCERN

GENERAL

It is to be recognized that there may have been factors or data that were not available at the outset of this study or other considerations that were overlooked or not incorporated due to the limited time frame. As a result, this team accepts these possibilities and recommends that the following limitations and flexibilities be included as a part of any direction which results from this study.

A. The model T.O. may need minor adjustments because of unforeseen needs but any additional positions must be fully justified and cannot be funded in FY 82 from the critical subactivities identified below:

- 4211 Engery Realty
- 4212 Non-energy Realty
- 4213 Withdrawal Review
- 4310 Forestry Management
- 4321 Wild Horse and Burro Management
- 4331 Natural History and Cultural Management
- 4333 Recreation and Visual Resource Management
- 4410 Multiple Use Planning
- 4800 General Administration

These subactivities are listed as critical because of limited funding, a limited workmonth:procurement relationship and/or limited need for additional expertise in the California priorities.

B. No WAE or PFT position may be funded with the use of one time add-ons unless it can be clearly demonstrated that there will not be a long term commitment of base funding in future years.

C. Any future modifications of the recommended and final Table of Organization for each office must clearly establish the relationship of that modification with the factors that were considered in this report.

SPECIFIC

Susanville District

- How will the Alturas RMP be completed and implemented when divided between the Cedarville and Eagle Lake Resource Areas
- May have too few fire positions, especially after picking up a Redding Resource Area and coordinating with USFS North Zone

California Desert District

- Visitor Service program in Recreation and Ranger (nondelegated) (Visitor Service Specialist) may be understaffed
- If the Southern Pacific and San Bernardino County exchanges are realized, the Realty Staffs in Barstow and Needles are understaffed

State Office Division of Resources

- Reduction to one ORP may make the State Office unresponsive to the Districts
- No fisheries expertise in the State Office may make the State Office unresponsive to coordination and assistance with fisheries programs
- Only one Range Conservationist in the State Office may make the State Office unresponsive to such programs as coordinated monitoring, prescribed burning and T&E plants

State Office Division of Operations

- The Branch of Records and Data Management may be understaffed after June 1982 when five YACC employees terminate causing delay in mining claim recordation and receipt of oil and gas over-the-counter leases

CONTENTS OF APPENDIX A
(Attached to Study Report)

Priorities

- Secretary of the Interior Watt
- Assistant Secretary Carrothers
- Bureau
- State
- Districts

Issues

- Area Specific
- Program Issues

Work Demand

- Subactivities by R.A.
- Lands Casework Analysis

Cost Target Trends

- Annual Operating Costs
- Statewide
- Subactivity
- EOY Budget Expenditures 1978-1982 (BIA)
- EOY Average WM Costs 1978-1983 (Proj.)

Support vs. Other WM Trends

- Subactivity
- District

Suggested Percent WM's vs. other Expenditures

CONTENTS OF APPENDIX B (AVAILABLE IN CSO CENTRAL FILES)

Synopsis of State Office and District Office/Resource Area Studies

Washington Reorganization Information Memo 81-237

Final Decision on District Office/Resource Area Study; Info Memo 81-40

Final District Office/Resource Area Organization Report (4/23/81)

Resource Area Organization Manual (1214)

District Office Organization Manual (1213)

Final Decision on State Office Study; Info Memo 82-3

State Office Organization Study (1981)

Idaho Organization Study

Roles, Functional Statements and Delegation Information

Delegation of Authority

Position Description Chart

Functional Roles

Table of Organization

State Office T.O.

Cadastral Organization Chart

Management Services (Administration) Organization Chart

Technical Services (Operations) Organization Chart

Chief of Administration's recommended reorganization

Chief of Resource's recommended reorganization

Chief of Operation's recommended reorganization

Existing Northern California T.O.

Alternative # 1 T.O.

Alternative # 2 T.O.

Existing Southern California T.O.

Streamlined CDD

Streamlined Bakersfield District

Streamlining Synopsis

ATROW

Skill Sharing

Publications and Printing

Pooling Clerical

Mapping and Cartography

Engineering

Minerals

Recreation

Forestry

Appraisal

Lands

Social/Economic/Political

Socio-economic Background

Political Considerations Report

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